



GARDINER FOUNDATION

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MELBOURNE VIC 3000

29 November 2006

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LETTER OF AGREEMENT

Mr Graeme Charles
Deputy Chairman
Co-operative Federation of Victoria Ltd
71 Franciscan Avenue
FRANKSTON VIC 3199

Dear Mr Charles

Project No. CDP-SP06-001 – *Co-operative Development and Training for the Victorian Dairy Industry*

The Gardiner Foundation Board has considered your application and is prepared to offer funding of up to \$25,000.00 for Project No. CDP-SP06-001, subject to your agreement to the terms and conditions set out below and the milestones, actions and timelines set out in the attached Schedules.

In order to accept the project funding, please **return one fully executed copy of this Letter of Agreement to the Gardiner Foundation by 12 December 2006.** Please note that the Gardiner Foundation reserves the right to withdraw its funding offer if the Letter of Agreement has not been signed by both parties by this date.

Standard Terms and Conditions

The offer is subject to your agreement with the following:

- 1 Provision to the Gardiner Foundation of copies of all academic publications, press releases etc. resulting from the project.
- 2 Acknowledgement of the assistance of the Gardiner Foundation in any publication or presentation.
- 3 Project applicants, partners and other direct beneficiaries of the funding undertake to pass on any knowledge gained from this project (unless deemed to be confidential) by presentation, personal communication, publication, or any other means that will benefit the broader industry and dairy communities.
- 4 Submission of a final project report in a form and level of detail acceptable to the Gardiner Foundation. The report shall include a summary, project background, objectives and results, as well as an assessment of the impact of the project on the Victorian dairy industry.
- 5 You agree to return to the Gardiner Foundation any unused funds.

- 6 You undertake the Project at your own risk and will indemnify and save harmless the Gardiner Foundation against any losses incurred by the Gardiner Foundation arising directly from any negligent or wrongful act or omission by you or your employees, agents or contractors in conducting the Project.

Background and Scope

As set out in the attached proposal **Schedule 1 (Community and People Development Program Funding Application CPD-SP06-001)**.

Payment and Reporting/Milestones Schedule

Please refer to **Schedule 2** of the Project Agreement for the Project Funding and Milestone requirements. Please note that payments will be made within the period indicated in Schedule 2 after receipt of appropriate invoices and other documentation as specified in Schedule 2.

Please contact the Gardiner Foundation if you have any queries or require further information. Please quote the Project Number in all correspondence or contacts.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Paul Ford', written in a cursive style.

Paul Ford
Chief Executive

Signed for and on behalf of

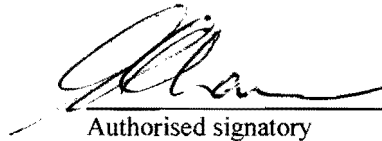
Organisation: Co-operative Federation of Victoria Ltd
(Applicant)

ABN: 17 045 241 689

By: Mr Graeme Charles, Deputy Chairman
(Name and title of authorised signatory)

Address: 71 Franciscan Avenue
FRANKSTON VIC 3199

Signature:


Authorised signatory

In the presence of Dorothy M. Charles

Date: 3/12/2006

Schedule 1

Project No. CDP-SP06-001 – Co-operative Development and Training for the Victorian Dairy Industry

Implementation of the Project in accordance with the application for funding.

Special Conditions and Modifications

NIL.



Part 2: Application Form

Schedule 1

Gardiner Foundation

Working in Dairying Communities

Community and People Development Program (CPD)

For Gardiner Foundation use only

Signed application received

☐

7 copies received

☐

Electronic copy received

☐

Project Application Number CPD-SP06-001

2.1 Project Identification

2.1.1 Legal Entity of Applicant

Company Name:	Co-operative Federation of Victoria Ltd
Head Office Address:	71 Franciscan Avenue, Frankston Vic 3199
ABN / ACN / IBN:	17 045 241 689
Contact Name of Project Leader:	Graeme Charles
Position Title:	Deputy Chairman, Co-op Federation of Vic Ltd
Telephone:	9785 6704
Mobile:	
Fax:	9785 6542
Email:	<u>cfv@australia.coop</u>
Postal Address: (if different from above)	

2.1.2 Project Title (*maximum 20 words*)

Co-operative Development and training for the Victorian Dairy Industry



2.1.3 Website

If information related to this project will be placed on a website, please indicate web address to facilitate linkages with the Gardiner Foundation website.

Web address . www.australia.coop

2.1.4 Partners / Other Organisations

If your application includes partners/other organisations please provide contact details:

Organisation (1):	Co-operative College
Contact Name:	Chris Cooper
Position Title:	Director of Learning & Development, The Co-operative College
Telephone:	
Email:	Chris@co-op.ac.uk
Postal Address:	Holyoake House, Hanover Street
	MANCHESTER, M60 OAS, UK

Organisation (2):	United Dairyfarmers of Victoria
Contact Name:	Doug Chant
Position Title:	President
Telephone:	92075600
Email:	udv@vff.org.au
Postal Address:	Farrer House, Level 8, 24-28 Collins St. Melbourne Vic 3000

Organisation (3):	Murray Goulburn Co-operative
Contact Name:	Ian MacAulay
Position Title:	Chairman
Telephone:	(03) 51851281
Email:	Ian.macaulay@mgc.com.au
Postal Address:	140 Dawson Street, Brunswick

(Please insert further details if more partners / organisations are involved).



2.2 Business Case

2.2.1 Project Description

Describe the Leadership/Demographic/Labour issue being addressed – please provide an Executive Summary/Description of your project which can be used to describe the project to the public (i.e. in communications materials including the Gardiner Foundation website – up to 200 words).

The project is designed to develop co-operative leaders' ability to understand the co-operative value of their organizations and to then extend this knowledge to the broader community. In PHASE 1 The Co-operative College of the UK which has extensive experience in co-op education will conduct initial workshops with leading co-operatives. In PHASE 2 participants of the workshop along with the UDV (through the National Centre for Dairy Education ie. NCDEA) will conduct regional programmes to further extend the understanding of co-operative value to dairy farmers and other stakeholders and communities.

2.2.2 Selection Criteria (address the Selection Criteria, as defined in 1.5)

2.2.2.1 Unique Community Challenge (refer to Selection Criteria 1.5.1)

(a) Describe the way in which the challenge/project proposal is unique and articulate why the challenge being addressed should be funded.

The value of co-operatives to the community is not well understood. Co-operatives play a significant role in the economic well being of particularly rural Victoria. It is therefore vital for dairy communities that co-operative leaders receive training and are assisted to be able to articulate the benefits that co-operatives bring to their communities.
Co-op leaders also need to ensure that the latent co-op value of their business is fully exploited; again bringing the benefits back to the rural community.
This project addresses a highly important and unique aspect of the Victorian dairy community. Recent years have seen the loss of several key co-operatives with more at risk. Development of leadership skills and appreciation of the value that co-operatives provide to community is vital if we wish to retain this value for our dairy communities.
The project will utilise the extensive co-operative knowledge and experience of the Co-op College from the UK (no such resource is currently available in Australia) to conduct the initial workshops.



2.2.2.2 Outcome/Impact of the Project (refer to Selection Criteria 1.5.2)

(a) What do you expect will be the beneficial results or outcomes of the project? How will the target market benefit from the investment being made, for example through community/people development outcomes, community improvements, etc.?

Leadership development. The programme will help individuals within co-operatives appreciate co-op value and develop means to both capitalise on that value and extend an understanding to the industry and general dairy community. This project is about leadership that has a stated aim of improving dairy communities through strong co-operatives.

Stakeholder appreciation of the co-op value. Stakeholders such as customers, sub-contractors, material suppliers who benefit from co-operatives, can be drawn to appreciate this value. Dairy co-operatives are based on local production. Recent experience has shown that they are much more likely to retain local operations than listed companies. "A listed company will search the world for the cheapest inputs, a co-operative will search the world for the highest margin on its products" It is interesting to note that several of the largest dairy companies in the world have ceased farm collection of milk and local manufacture in Australia over recent years.

Community strength, a co-operative is designed to bring "profit" back to the farmer and therefore the local community, ultimately affecting the demographic of the area. Dairy co-operatives have always set the benchmark prices for dairy farmers' milk. Non co-op milk purchasers compete with that price. Co-ops underpin the prosperity of our dairy regions in good times and bad, and this program is intended to strengthen them in that role. Without efficient local co-ops milk prices would fall.

This project thus addresses some key issues of leadership but the longer term benefits will also impact on the issue of strong and stable dairy communities and thus the demographics of the area.

The Co-op Federation is seeking to establish an avenue for continued education of and for co-operatives. A continuing relationship between the Co-op College and the NCDEA is seen as an important outcome for co-operatives in Australia.

PHASE 1 will identify ways of extending the training and development to regional areas in the next phase. PHASE 2 will involve regional workshops, utilization of the Education Area on the *australia.coop* website will be encouraged, but other initiatives such as online learning and TAFE courses should also be explored.

(b) Who is the target group/community (outline their demographics), for example a particular region, age group, or skill level?

The initial workshops (PHASE 1)

Co-operative directors, executives, industry leaders

Regional workshops (PHASE 2)

Dairy farmers, local councils, business leaders, and wider dairy community

(c) How will you measure your success and the benefit from the project?

Initial workshop by attendance and participant survey attachment 2 (page 22)

Regional workshops by attendance and survey of participants

Real long-term benefit will only be determined by the value that strong co-operatives add to the regional dairy communities in Victoria.



(d) What key performance indicators (KPI's) do you nominate to be assessed against 12 months after the completion of the project?

KPI	Level of Conformance (eg. 100% completed or achieved)	Measurement Tool (eg. Monthly management report, or statistics recorded through follow-up research)
Industry workshop attendance	Workshop participation	Numbers attending
Identify strategies for phase 2	completed	Survey responses
Murray Goulburn workshop	Workshop participation	Number of strategies
Identify strategies for phase 2	completed	Numbers attending
6 Regional workshops	No. workshops completed	Survey response
	Knowledge/value survey	Number of strategies
	Demand for further workshops	Number of workshops held
		Participant numbers
		Survey response
		Number of workshops required

(Add more rows as required)

2.2.2.3 Project Plan (Refer to Selection Criteria 1.5.3)

(a) Describe the path to achievement of the project objectives.

Phase 1 Co-op College workshops

Murray Goulburn 5/6th. September

Dairy Industry 7th. September

Phase 2 Regional workshops Feb/March 07. *Intended to be 2-3 hour workshops with the format being an outcome of the Phase 1 workshops*

Maffra, Leongatha, Koroit, Cohuna, Rochester, Cobram,

Other venues as required on an ongoing basis

(b) Milestones:

- What milestones will be achieved throughout the project?
- Who will be responsible for implementing them?
- When will they be implemented?

(For Major Projects please attach a Gantt chart outlining these goals. This will be used to form the basis of a Project Agreement should the application be successful. Please refer to selection criteria 1.5.3. Any "Go/No Go" decision points for determining whether to continue a project must be clearly identified).

1. Completion of workshops by Co-op College – 5/6/7th Sept - all participants
2. Analysis of participants survey- Co-op Federation/UDV/MG by 31st October
3. complete design of regional workshops as an outcome of the Co-op College workshops - Co-op Federation/UDV/MG - by 15th. Feb 07
4. Completion of regional workshops - Co-op Federation/UDV/MG - by end March 07
5. Analysis of regional workshop surveys - Co-op Federation/UDV/MG – end April 07
6. Overall summary of project outcomes - Co-op Federation/UDV/MG – end April 07
7. Planning for any ongoing regional workshops – end April 07



Funding Summary

GST not included, Co-op Federation annual report attached to original application

INCOME		\$	note
GF funding sought		25,000	
1. Murray Goulburn		5,000	leader workshops (Phase 1)
		1,000	regional workshops (Phase 2)
2 other co-ops (expected min)		1,000	attendance fee @ 100 /hd
Total funds contributed from other sources		7,000	
Funds from your organisation		0	
Total cash income		32,000	
<u>In-kind from other sources</u>			
United Dairyfarmers Victoria		1,200	6 participants time/travel
administration		200	
Murray Goulburn –workshop venue/food		900	3 days @ \$300/day
time, travel, accommodation		3,200	16 participants @ \$200
<u>In-kind from your organisation</u>		1,500	2 leaders @ 500/day 3 days
administration		1,000	
Total in-kind		8,000	
TOTAL INCOME		40,000	
<u>EXPENDITURES</u>			
<u>Cash expenses</u>			
Salaries		23,430	Co-op College expenses
Administration overheads		1,000	Co-op Federation Vic
Marketing & Promotion		1,000	by Co-op Federation Vic/UDV
Education & Training		2,000	NCDEA, 6 Regional workshops.
Travel expenses		1,000	NCDEA Regional workshops.
Venue/meeting hire		2,000	Hall hire/refreshments - regional workshops
Others		1,570	incidentals on Co-op College costs
Total Cash expenses		32,000	
<u>Non - Cash Expenses</u>			
Salaries		1,500	2 leaders Co-op Fed @ 500/day 3 days
Administration overheads		1,200	Co-op Federation / UDV
Travel expenses MG		3,200	MG costs as above
UDV members		1,200	
Venue/meeting hire		900	MG
Others		0	
In-kind Expenses		8,000	
TOTAL EXPENDITURES		40,000	

In-kind are on a best estimate basis



2.2.2.4 Project Team – Skill Balance and Track Record (Refer to Selection Criteria 1.5.4)

(a) Describe what skills are included in your Project Team to develop the Labour / Leadership / Demographic project being proposed.

Co-op College UK – extensive (100years) experience in co-op education/development in the UK.
This is a substantial organization with net assets of £4.9m (Dec 2004)
Almost 4000 learners in 2004
Co-op leadership/education.
Co-op Federation have previously conducted workshops and created training materials (eg. Co-op start-up manual).
Murray Goulburn has conducted “potential director” and “understand your co-operative” courses
National Centre for Dairy Education Australia is the dairy industry body set up to drive dairy industry learning. Its vision is “to develop the best dairy people in the world” This will be achieved through a range of learning initiatives. The UDV will utilise the NCDEA to assist in the development and delivery of the Regional workshop components.

(b) Please list the names of your team members, and attach brief resumes of relevant experience only.

Chris Cooper, Director of Learning & Development . Co-op College UK
Graeme Charles
Ian MacAulay
Resumes attached (page 14-15)

(c) Outline the partners involved in the proposal and how these partners will be engaged to achieve a positive outcome.

Co-op College will be the lead presenter for the main leaders workshops
Co-op Federation of Vic will be the developer and organiser of the leaders workshops
Murray Goulburn is the major co-op within the Aust dairy industry and with the UDV will be the means of organising the regional workshops.
Murray Goulburn with a turnover of \$2b.has a major impact on regional dairy communities and its success as a co-operative has and will lead to stronger communities.
United Dairy Farmers of Victoria have a policy of support for co-operatives and at the 2006 Annual Conference passed a resolution to support co-operative education, the UDV will be involved as participants in the leaders workshop, and organisers of regional workshops with the intend to utilise the resources of the NCDEA in the regional workshops.



2.3 Referees and Experience

2.3.2 Outline your organisation's track record in delivering excellence in Community and People Development or other relevant projects with defined outcomes – on time and on budget:

1. Strengthening the australia.coop website project. During 2005 the Federation received funding from Consumer and Business Affairs Victoria to complete this project. This project required a major upgrade of the australia.coop website, the world's first country co-operative portal providing information about Australian co-operatives and co-operative issues. australia.coop was established in 2003. Annual visitor numbers to the site are over 200,000 and this is gradually increasing. Funding: \$25,000.
2. During 2005/06 the federation was involved in a project with the International Co-operative Alliance – Project 300. This involved searching databases and co-operative websites throughout the world to compile information on, inter alia, year established, industry classification, turnover, number of members and number of employees. This work included translating non-English websites e.g. French, Italian, German, Portugese and Spanish. The work was executed within the timeframe and budget. Funding: \$4000.
3. During 2002 the Federation developed and delivered a Director training workshop at the NETCO Grain Co-operative Conference held in Orange NSW. NETCO Grains was a federation of seven individual grain co-operatives based in three States. The workshop was attended by over 40 directors who reported that as a result of their attendance they had a higher level of awareness of their roles and responsibilities as co-operative directors.
4. The Co-operative Start Up Manual (the essential field-guide for starting co-operatives in Victoria) In 2001 the Federation received \$25,000 funding from the Victorian Government, Department of Natural Resources and Environment to produce The Co-operative Start Up Manual. The Manual was published in June 2001 on time and on budget.
5. Developing Directors of Co-operatives - Kit and Workshop Program In 2000 the Federation was funded by Consumer and Business Affairs Victoria to produce the above Kit and Program. The material produced was a modular program for use by directors, potential directors and members of co-operatives. This project was completed on time and on budget.



2.3.3 Please provide at least two referees from other similar projects that have been worked on:

Referee Organisation:	International Co-operative Alliance
Contact Person:	Garry Cronan
Phone:	Mob. +41 (0) 79 743 3419
Email:	cronan@ica.coop
Title of Project Completed:	Global 300
Date of Completion:	During 2005/2006
Budget:	
Overview:	Preparation of an initial list of 300 co-operatives – a draft ranking of the top 300 co-operatives throughout the world. based on turnover

Referee Organisation:	Consumer and Business Affairs Victoria
Contact Person:	David Cousins, Executive Director
Phone:	9627 6017
Email:	
Title of Project Completed:	Strengthening the australia.coop website
Date of Completion:	2006
Budget:	\$25,000
Overview:	Major revamp of the Federation's website australia.coop which was the first country co-operative portal world-wide. Interactive features introduced included searchable news content, member areas, a co-operative poll and Member Areas including an Education Area for future development.

(insert more tables as required)

Please attach referee reports if these are available.



2.4 Declaration and Consent

2.4.2 Please provide a statement about why you believe no other funding options are available for your project and why?

The Co-op Federation has a limited budget from which to conduct the workshops, Approaches to commercial firms for sponsorship have been rejected. Murray Goulburn will make a significant contribution to the project and other participants will as individuals contribute their time and some attendance fee.

2.4.3 Please confirm that there is no duplication in funding:

We confirm that our organisation has no other similar projects funded by other organisations.

☒ Yes ☐ No

We confirm that no other applications have been made to other bodies to fund this or similar projects.

☒ Yes ☐ No

2.4.4 Declaration:

This application form must be signed by the Applicant and a Responsible Officer of the company or the organisation applying for the funds (Project Manager, Director etc.), and all project partners.

I am aware of all relevant regulations, laws and permits needed associated with this project.

I declare that the information provided on this form is complete and correct.

I understand that the following items on this application form may be freely used by the Gardiner Foundation for public information purposes:

- name of project organisation and name(s) of project partner organisations
- name and title of project leader
- project organisation address and main contact details
- project title and 200 word Executive Summary/Communications document (project description).

Signature of Applicant.....

Name of Applicant (print) Graeme Charles.....

Position held Deputy Chairman, Co-operative Federation Victoria Ltd.....

Date



Signature of Project Partner

Name of Partner (print)...Doug Chant.....

Position held United Dairyfarmers of Victoria

Address

Phone..... Fax

Mobile.....Email

Date

Signature of Project Partner

Name of Partner (print)...Ian W MacAulay.....

Position held Chairman, Murray Goulburn Co-op.....

Address 140 Dawson Street, Brunswick, Melbourne

Phone...03 51851281..... Fax 03 51851281

Mobile...0409 868 588.....Email Ian.Macaulay@mgc.com.au.....

Date

Checklist for Project Applicant (please tick):

- ☐ Application form signed by Applicant, responsible officer of the project organisation (if different to Applicant) and project partner(s)
- ☐ 7 unbound copies of Application
- ☐ Electronic copy on CD or by email to applications@gardinerfoundation.com.au



Referee; for Co-op College

2005 annual report available www.co-op.ac.uk

(this quote is the final two paragraphs of a much longer email)

The co-operative college were the obvious choice given their understanding of the values and principles as well as the identity that we were seeking to re-establish. The college carried the credibility to be acceptable to the participants, and this is probably a major reason why we did not suffer the resistance that we had originally envisaged.

A central part of the message is the 'co-operative difference' and how to apply this to our advantage. It is unlikely that we would have identified an alternative provider to deliver this message in such a meaningful and credible way.

Geoff Wade
Southern Co-operatives Ltd
10th March, 2006.

(email)

Dear Ian,

I am happy to confirm that the Co-op College has run a number of "Co-operative Identity" courses for us over several of years. The courses have been cascaded through our business from director level through senior and middle management and to store manager level. We take it down below that level using in-house training resources.

We have seen the programme as an important part of our strategy implementation; it has been useful as a way of educating managers about what a co-operative is and in helping us to build this into our thinking about the strategic aims of the business. At lower levels in the organization the emphasis is less about strategy and more about what the implications of working for a co-operative business mean for the way managers work and how they relate to customers, members and employees.

The College has been able to adapt the programme to our needs quite successfully. We did not use the programme in the first few years of its existence, partly because it didn't fit with our priorities at that time, but also because I felt it was not business orientated enough and was too inflexible.

However, in consultation with Chris Cooper at the College, we found that at the time we became interested in running the programme there was a readiness to adapt it, not only to make it more practical and relevant to managers' needs but also to build in our own business - specific requirements. For example, we always make sure that when the course is run for us it incorporates our own strategy and aims and objectives.

I hope that this is of assistance.

Regards

John Riley

John Riley is Secretary of Plymouth and South West Co-operative Society in the UK.



Referee for: Co-op Federation of Victoria

www.australia.coop

John Harlock
Chairman
Genetics Australia
Phone (03) 55626617

email: falafarm@westvic.com.au

Dr. Lawrie Dooley,
Academic Director, Centre for Wine Food and Agribusiness,
Department of Management, Faculty of Business and Economics, Monash University
email: lawrence.dooley@buseco.monash.edu.au

Resumes:

Chris Cooper, Director of Learning & Development, The Co-operative College

Chris Cooper, MA Ed Mgmt (Open), DMS (Henley), Cert Ed

Chris's career has spanned Further and Higher Education, Training and Organisational Development and the Food and Non-Food Retail sectors. Recently, Chris has worked with a range of Consumer, Worker and Housing Co-operatives and Co-operative Development bodies as well Credit Unions, Leisure Co-ops, Foundation Hospitals and other mutuals. Earlier in his career he worked with organisations such as Safeway, Iceland, Oxford, Swindon and Gloucester Co-operative Society, the Bank of England, Eagle Star, Allied Dunbar, NIG, Sun Life, Magnox Electric, PHH, NHS Trusts, Medical Schools, Learning and Skills Council's, the Welsh Office, Research Councils, the Environment Agency, extractive and mining industries and many Local and Health Authorities.

He is a Companion of the Institute of Sales and Marketing Management and a Chartered Fellow of the Chartered Institute of Personnel and Development, a Member of the Institute of Management and holds qualifications in training and development.

Chris is the College's Vice-Principal and Director of Learning and Development and is responsible for the College's programmes across the Co-operative, Mutual and Social Enterprise sectors both in the United Kingdom and Internationally.

Contact:

Phone: 0161 246 2971

Mobile: 07813 604028



Graeme Charles, Deputy Chairman, Co-operative Federation of Victoria Ltd.

Relevant Qualifications:

Trained Technical Teachers Certificate (1972)

Relevant Experience:

Technical School Teacher

Sessional Lecturer, Wodonga TAFE

Course Leader, St.Vincent's Hospital, Melbourne, Driver Education program

Developer/Presenter, Co-operative Director Training Modules, Co-operative Federation of Victoria Ltd.

Author, The Co-operative Start Up Manual (2001)

Ian MacAulay, Chairman, Murray Goulburn Co-op

Relevant Experience:

1. Designed and conducted
 - a. "Understanding your co-operative" seminars for farmers around the state.
 - b. "Potential Director" workshops for farmers interested in becoming directors.
 - c. "New director orientation" workshops to initiate new directors to the co-op.
2. Director Geoffrey Gardiner Dairy Foundation
 - a. chair of the community Development committee



attachment 1 programme

day 1/2MG and farmers course
day 3 Co-op Federation industry day

Background - the Need for Co-operative Education

This proposal follows the visit in September 2005 by Mervyn Wilson, Chief Executive and Principal of the Co-operative College in the UK following earlier discussions with the Co-operative Federation of Victoria. The visit, which included meetings with co-operatives and co-operators in Western Australia and Victoria, demonstrated the need for the development of co-operative education in Australia. Whilst many of the co-operators in WA and Victoria maintain a strong commitment to co-operative identity and desire to see the co-operative sector grow, the absence of co-operative education programmes in Australia meant that they did not know how to do it, did not have resources or trainers that could help them understand more deeply the co-operative model, and how the application of its values could help them in an increasingly competitive global market place.

The two meetings held with Boards and/or senior officials of larger societies, Capricorn in WA and Murray Goulburn in Victoria strongly confirmed this. Both recognised the need for strategies for member education to enable them to communicate their co-operative difference to members, suppliers and employees. From the discussions with both, it was clear that both societies also have undertaken many positive activities that derive from their co-operative status, but at this time they do not know how to aggregate them together into a clear co-operative education strategy. The proposal detailed is a foundation step in building such a strategy.

The interest by the United Dairyfarmers of Victoria (UDV) and the National Centre for Dairy Education of Australia (NCDEA) in co-operative education has led to their involvement. This relationship should continue with the NCDEA being able to build a collaborative relationship with the Co-op College to utilise its resources in Australia.

Co-operative Identity

Everything [about our way of doing business] is rooted in our co-operative difference; our distinctive values and principles, which have been at the heart of co-ops since the modern movement was formed in 1844. Our values and principles drive the way we approach our business. Together with our members, they give us our co-operative approach and vision, our different outlook.



Co-operative Identity

Senior Managers, Board Members, MG Members

5th and 6th September

Aims of the Programme

- To ensure that participants understand the distinctive nature of a Successful Co-operative Business and the relevance of our Co-operative Values and Principles to our identity.
- To demonstrate how the application of the co-operative value mix in the workplace can contribute to improved business performance and the achievement of our co-operative ideals.

Learning Objectives MG Workshop

By the end of the workshop you will be able to:

- Define the difference between a Co-operative and other types of businesses.
- Share a common understanding of Co-operative Values and Principles
- Understand why co-operatives need Members and the importance of multi-stakeholder policies.
- Understand how MG is currently applying co-operative values and principles in the business.
- Examine ways in which the MG Co-operative can apply values and principles in order to drive the business forward and act in ways true to its co-operative identity.
- Identify the key elements for a co-operative education programme for members, employees and other stakeholders.
- Over the next 12 months to extend the outcomes of the workshop to as many stakeholders as possible.
- To further extend an understanding of co-operatives to other dairy farmers and dairy communities.

What is a Co-operative?

A refresher, group exercise to remind participants of the distinct characteristics of co-operatives.

What type of organisation is MG?

- **Mission**
- **Different Legal Structures**
 - PLCs, Co-operatives
- **Different Management Skills**
 - Culture
- **Different Value Systems and drivers for success.**
 - The Virtuous Circle



The environment in which MG is operating

– key factors affecting MG today

The importance of Members and of becoming a Member.

- Why do we need members?
- What value do they add?
- How can they add more value?
- How do we recruit and retain members?

Stakeholders in the business

- **Stakeholders**
 - Who are MG's stakeholders?
- **Who are the drivers?**
 - Who drives the business?
 - Directors
 - Managers
 - Active Members
- **Who are the 'passengers' and why?**
 - Staff, Members
- **What is at stake?**
 - How do you turn passengers into drivers?

Where MG sits in the wider 'Co-operative Movement'

- **Overview of the Co-operative Movement in Australia**
 - Breadth
 - Diversity
 - Scale
- **overview of the International Co-operative Movement.**
 - Case Studies of the International Movement
 - Differences to the Australian situation
 - Position in market
 - Co-operatives role in lifting and keeping people out of poverty

Co-operative and Organisational Values and Principles

The Co-operative Way is an elusive vision. People can glimpse the vision, internalise it, use it as a determining force in their lives-if they embrace it, and this begins with how they learn about it.

What are Values and Principles?

How values are applied within MG?

- **Co-operative values**
 - 'Co-operators throughout the world share a set of values that give them their distinctive identity and character'
- **Ethical values**
 - 'In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others '
- **People values**
 - 'The cultural traits that we wish our people to demonstrate, what we as employees do and how we do it'
- **Brand values**
 - 'What our brand is all about, what it stands for, how we are positioned in the market, how it looks and feels, and what it delivers'



The Importance of Values to Businesses

“Co-ops were the first [Retail] organisations to develop an ethical stance. This is a stance we work hard to maintain acting, where necessary, to drive change on behalf of our customers.”

- **The power of values in defining what type of organisation we are.**
 - Who defines the values of MG
- **Corporate Social Responsibility**
 - How does this impact on MG?
- **Marketing our Co-operative Advantage**
 - How do other successful co-operatives market the co-operative advantage?

Co-operative Culture

The way we work together as individuals and teams has the potential to make a huge difference to how our business performs.

The Creation of a Values Driven Culture.

- **Input from the Chief Executive Officer or Chair of the Board.**
 - The future of MG as a values driven business
- **The creation of a values driven culture in building the business.**
 - Developing an understanding of who we are

Applying Values in MG.

There are demonstrable links between happy staff, satisfied customers, improved standards and thus increased sales. Key to this causal chain is the treatment of the staff.

How do we currently demonstrate values & principles in MG?

- Senior Management
- Other Management
- Staff
- Members, Customers and Suppliers
- **Saying what we do and doing what we say?**
 - How do we currently communicate the values mix?
- **How can we do this differently with;**
 - Managers
 - Staff
 - Members and Customers
- **How could we measure what we do?**
 - Key Performance Indicator's
 - Where are we now?
 - Where do we want to be?
 - What do we need to do to get there?

Exploration of what steps need to be in place to provide the foundations of a programme of information and training to staff and members.

If we are to unlock our full potential it is vital that we develop an environment where people [members, customers, staff] fulfill their individual potential and where our people feel involved in creating a better future.

Feedback and Close.



One Day Industry Programme **7th. September 10am-3:30pm**

"Co-operatives Creating Value for the dairy industry and rural communities."

Aims of the Programme

- To ensure that participants understand **how** the distinctive nature of a Successful Co-operative Business **can be a marketing advantage** and how Co-operative Values and Principles add value and improve business performance **through an ongoing co-operative education program and integration within business plans and strategies.**

Learning Objectives Industry Workshop

- Define the difference between a Co-operative and other types of businesses.
- Share a common understanding of Co-operative Values and Principles

Identify the key elements for a co-operative education programme for members, employees and other stakeholders

Objectives

By the end of the workshop you will be able to:

- Define the **significant** difference between a Co-operative and other businesses.
- Share a common understanding of Co-operative Values and Principles
- Understand why co-operatives need Members and the importance of multi-stakeholder policies.
- Examine ways in which the co-operatives can apply values and principles and use them to drive the business forward.
- **Identify an ongoing co-operative education program to create and maintain co-operative value.**

Session 1 - What is a Co-operative?

An activity to ensure all participants understand what a co-operative is.

Session 2 - What type of organisation is a co-operative?

How is its vision and mission different?

What different legal structures do we have?

What different management skills do co-ops need?

What different value systems and drivers for success do co-ops have?

Session 3 - The importance of Members and of becoming a Member.

Who are the different stakeholders in a co-operative business?

Who are the drives the business?

Who are the 'passengers' and why?

How do you turn passengers into drivers?

Session 4 - The 'Global Co-operative Movement'

Overview of the Co-operative Movement in Australia

Overview of the International Co-operative Movement



Session 5 - Values and Principles

The Co-operative Way is an elusive vision. People can glimpse the vision, internalise it, use it as a determining force in their lives-if they embrace it, and this begins with how they learn about it.

What are Values and Principles?

- Co-operative values
- Ethical values
- Cultural and People values
- Brand values

Session 6 - The Importance of Values to Businesses

“Co-ops were the first [Retail] organisations to develop an ethical stance. This is a stance we work hard to maintain acting, where necessary, to drive change on behalf of our customers.”

The power of values in defining what type of organisation we are.

- Corporate Social Responsibility
- Marketing our Co-operative Advantage

Session 7 - Applying Values

If we are to unlock our full potential it is vital that we develop an environment where people [members, customers, staff] fulfill their individual potential and where our people feel involved in creating a better future.

How a co-operative education program is the key to applying values.

Action Planning Activity

What can we do differently from tomorrow that drives our businesses forward using co-operative values and principles?

- Staff/Managers
- Members
- Customers

Closing Session

Feedback and Close.



attachment 2

Co-operative development workshop survey

workshop organization

venue	1 good	2	3	4	5 poor
speaker 1	1 high	2	3	4	5 low
speaker 2	1 high	2	3	4	5 low
organization of workshop	1 high	2	3	4	5 low

knowledge content	1 high	2	3	4	5 low
personal value	1 high	2	3	4	5 low
your organizations value	1 high	2	3	4	5 low

overall value of the workshop	1 high	2	3	4	5 low
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Would you benefit from further workshops of this nature	1 high	2	3	4	5 low
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Would others benefit from further workshops of this nature	1 high	2	3	4	5 low
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If you have given this a 1 or 2 rating to whom should the programme be extended to?

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Comments



Invitee list

Industry workshop

Genetics Australia	John Harlock
Tatura Milk Industries	Ian Bertram
Bonlac Supply Co-op.	Noel Campbell
Gippsland Herd Improvement	Robert White
Northern Herd Development Co-op Ltd	Terry Malone
PO Box 293	
44 Western Road, Cohuna 3568	
phone 54865257 private	
Colac Herd	
Warnambool Co-op.	Shirley Harlock
Warnambool Cheese & Butter	David Karpin
DemoDairy Co-op.	
Maffra Research Farm	
DairyFarmers Co-op	Ian Zanstra
Organic Dairy Farmers Co-operative	Terry Hehir Chairman
Phone (03) 58594238	
Fax (03) 5655 2455	
Email hehir@iinet.net.au	
United Dairyfarmers of Victoria	Doug Chant
Dairy Australia	Brenda McLachlan
Gardiner Foundation	Paul Ford

Project Funding and Milestones

Project ref.: CPD-SP06-001

Project name: Co-operative Development and Training for the Victorian Dairy Industry

Organisation: Co-operative Federation of Victoria Ltd

Responsible Officer: Mr Graeme Charles
Deputy Chairman

Address: 71 Franciscan Avenue
Frankston Vic 3199

Telephone: 03 9785 6704

Facsimile: 03 9785 6542

Mobile: 0417 250 966

Email: cfv@australia.coop

Project Leader: Mr Graeme Charles (details as above)

Funding period	Total funding approved
2006-07	\$25,000 (Note: The Federation is not registered for GST)

Milestones/ Payments	Deliverable	Date
1	Signature of Letter of Agreement Two copies of the Project Agreement are provided for execution. Please return one fully executed copy to the Gardiner Foundation to accept project funding.	To be returned to the Gardiner Foundation by 12 December 2006
2	First project payment - \$20,000 Due fourteen days from receipt of signed Letter of Agreement, tax invoice for first payment, <u>and submission of an executive summary of the project to GGDF that can be used for communication purposes, including on GGDF's website, of a maximum of 300 words.</u>	Nov/Dec 2006

3	<p>Milestones. What will be done and when will it happen?:</p> <ul style="list-style-type: none"> • Completion of workshops by Co-op College • Analysis of participants survey by Co-op Federation/UDV/Murray Goulburn • Complete design of regional workshops as an outcome of the Co-op College workshops • Completion of regional workshops – Co-op Federation/UDV/Murray Goulburn • Analysis of regional workshop surveys – Co-op Federation/UDV/Murray Goulburn • Overall summary of project outcomes – Co-op Federation/UDV/Murray Goulburn • Planning for any ongoing regional workshops <p><i>(Note: Due to prevailing drought conditions in Victoria, the timing of regional workshops will be reviewed with a view to scheduling them at a time best suited to the dairy farming community.)</i></p>	<p>Project duration – Sept 2006 – April 2007</p> <p>5/6/7 Sept 2006 31 October 2006 15 Feb 2007 end March 2007 end April 2007 end April 2007 end April 2007</p>
4	<p>Please note the request of the Community and People Development Selection Panel and the Gardiner Foundation Board to ensure that:</p> <ul style="list-style-type: none"> (a) The content of the knowledge and training to be provided by C Cooper (Director of Learning and Development of the Co-operative College, Manchester, UK) is retained and disseminated for the benefit of the Victorian Dairy Industry; (b) Endeavours are undertaken to facilitate the participation of women in the programme, and (c) The important linkage with the National Centre for Dairy Education Australia is pursued. 	
5	<p>Interim Report:</p> <p>A brief interim project status report should be provided to the Gardiner Foundation to report on Phase 1 (initial workshop for leading co-operatives conducted by the Co-operative College of the UK) and update on progress in achieving milestones specified in item 3 above.</p>	<p>December 2006</p>
6	<p>Final Report:</p> <p>The Final Report should include a Financial Report of expenditures against approved project funding, and should be prepared using the Final Report template and guidelines available on www.gardinerfoundation.com.au</p>	<p>To be submitted within one month from completion of project – May 2007 (or as rescheduled, see item 3 above)</p>

7

Final project payment - \$5,000

Due within 21 days from receipt of tax invoice and Final Report,
provided report is accepted by GGDF.

May 2007
(or in accordance
with timing of final
report, see item 6
above).

Acknowledgement of the Gardiner Foundation funding

Type of acknowledgement (print articles, etc.)	Received/comments (For Gardiner Foundation use)
<p>The Gardiner Foundation funding will be acknowledged by referring to the Foundation in all press releases and through inclusion of the Foundation's logo in all reports, papers and presentations resulting from the project (refer to Guidelines for use of Gardiner Foundation logo). Copies of all such publications shall be provided to the Gardiner Foundation as they become available. The Foundation's logo will be used in all written materials. The Foundation will be referred to in promotion, and acknowledged at program activities.</p>	